

## **PROFESSIONAL EXPERIENCE**

### **Director of Infrastructure Policy | Center for American Progress**

August 2013 - Present

*Set CAP's infrastructure policy and advocacy priorities as well as conduct research on how infrastructure affects America's global competitiveness, social equity, and environmental sustainability*

- Authored numerous reports, issue briefs, and advocacy materials, including:
  - "An Infrastructure Plan for America"
  - "Switching from a Gas Tax to a Mileage-Based User Fee"
  - "Understanding the Highway Trust Fund and the Perils of Inaction"
- Represent CAP before Congress and federal agencies as well as through media appearances and public speaking

### **Deputy Policy Director | Transportation for America**

April 2011 – July 2013

*Provided legislative analysis, congressional advocacy, statistical research, communications, and partner outreach*

- Authored public transportation financing guidebook: "Thinking Outside the Farebox: Creative Approaches for Financing Transit Projects"
- Drafted legislative amendments and regulatory comments
- Drafted congressional testimony for T4America's Director

### **Director of Legislative Affairs | Simon and Company, Inc.**

March 2004 - May 2007

*Represented local governments, housing and transit authorities, and non-profit organizations before Congress and federal agencies, working with mayors, city managers, and agency directors*

- Developed appropriations requests resulting in \$83 million in direct funding for local public projects
- Provided detailed analysis of legislative proposals, including potential impacts on local communities
- Developed advocacy materials, including fact sheets, talking points, press releases and letters

## **PUBLISHED ARTICLES**

- "Wrong-Headed Economics Stops US Replacing Lead Pipes." Newsweek: May 17, 2016
- "Larry Hogan's Hovering White Elephant." Washington Post: January 22, 2016
- "Airlines Dodge the Taxman While Begging for a Handout." Newsweek: June 22, 2015
- "Improving Transportation through Balanced Investments." St. Louis Post Dispatch: February 14, 2015
- "Difficult Questions for Advocates of Independent Air Traffic Control Operations." Roll Call: February 14, 2015
- "Corporate Welfare at 30,000 Feet." The Hill: February 14, 2015
- "Toll Road lease was a gamble with Hoosiers' future." Indianapolis Star: October 24, 2014
- "Complete Streets Allow for Safety of All Who Use Roadways." Orlando Sentinel: April 16, 2014
- "Repatriation Tax Holiday Is Not a Fix for Highway Trust Fund Insolvency." Roll Call: May 5, 2014
- "Solving the Twin Challenges of Funding and Congestion." The Hill: March 28, 2014
- "U.S. Needs a Mileage-Based Tax to Boost Transportation Funding." Denver Post: March 19, 2014
- "SEPTA's Fiscal Challenges." Philadelphia Inquirer: November 6, 2013
- "Why Expansion of the Transportation Infrastructure Finance and Innovation Act Program Matters." Planning and Environmental Law. Vol. 64, No. 10 (2012): pages 6-8

## CONGRESSIONAL TESTIMONY

- House Oversight and Government Reform, Subcommittee on the Interior, Energy, and Environment, “An Examination of Federal Permitting Processes,” March 15, 2018
- Senate Environment and Public Works, Subcommittee on Transportation and Infrastructure, “Leveraging Federal Funding: Innovative Solutions for Infrastructure,” May 16, 2017
- House Transportation and Infrastructure, Subcommittee on Water Resources and Environment, “Building a 21st Century Infrastructure for America: The Role of Federal Agencies in Water Infrastructure,” March 9, 2017

## MEDIA APPEARANCES

- Washington Journal, C-SPAN, February 17, 2018
- Live with Stephanie Ruhle, MSNBC, January 23, 2018
- Marketplace with Kai Ryssdal, NPR, January 24, 2017, March 9, 2017, and May 27, 2018
- Real Money with Ali Velshi, Al Jazeera America, February 27, 2014

## INVITED PRESENTATIONS

- Harvard Law School, Labor and Worklife Program: “How to Talk About Infrastructure,” February 2017
- Port of Indiana: “Rethinking the Freight Problem: Why You’re Asking for the Wrong Thing,” October 2014
- Transportation Research Board: “Senior Mobility and Housing Choice,” January 2014
- Carnegie Endowment for International Peace: “Structural Barriers to Transportation Policy Reform,” March 2013
- New York Metropolitan Transportation Council: “Making the Most of MAP-21,” September 2012

## EDUCATION

**University of Southern California — Price School of Public Policy**  
Master of Public Policy

May 2010

**University of North Carolina at Chapel Hill**  
Bachelor of Arts, Political Science, Highest Distinction

August 2002